


**State of North Carolina  
Office of Information Technology Services**

Michael F. Easley, Governor

George Bakolia, State Chief Information Officer

July 19, 2005

**Memorandum**

**To:** Department CIOs, PMO Directors  
**From:** George Bakolia   
**Subject:** PMP Certification Exam

SB 991 clearly addressed the need to improve the success rate of major State IT projects. Subsequently, the SCIO organization has made significant changes in the project governance process and established the Enterprise Project Management Office (EPMO). The EPMO coordinates the approval process for progression of projects from initiation through completion. Besides taking on the QA responsibility for committed projects, the EPMO provides ongoing guidance to large projects through the assignment of Project Management Advisors (PMAs) to facilitate success.

Included in the project approval process is a review of the project manager's qualifications relative to the project assigned. It is expected that the PM follows the industry standard project management practices framed by the Project Management Institute's PMBOK methodology. Since Project Management Professionals (PMP's) certified by PMI must demonstrate significant PM experience and knowledge of PMBOK, we encourage the agencies to weigh this certification heavily in choosing PM's to lead major projects.

Having PMP certification is not a mandatory requirement to manage State projects, but you should encourage your uncertified PM's to at least pursue this certification. This would include a roadmap in their training plans. Our EPMO office provides guidance on available project management training and twice a year provides an intense PMP exam prep class (after work hours) free to the agencies. PMI charges around \$500 to take the exam. I strongly encourage you to include in your training budgets reimbursement of this expense to those PM's who pass it. This is a modest investment in the significant skill enhancement to our very critical in-house PM population.

cc: PM Working Group